

Section 3



COMMUNITY INPUTS

ARTS MASTER PLAN - DRAFT



During the spring and summer of 2005, interviews were conducted with four members of the City Council, the Mayor, the City Manager, representatives from several City departments, leaders in arts education, artists, and representatives of several non-profit arts organizations. Focus groups were conducted with arts, government, community, and educational leaders. Several meetings were also held with a twenty-five member Citizens Advisory Committee, created to provide critical feedback to this plan, and with the Cultural Arts Commission. A public forum, open to any resident of Chula Vista, was also held.

Two kinds of input were obtained from interviews, meetings, focus groups and workshop: 1) ideas regarding the value of the arts to Chula Vista and 2) observations and suggestions regarding needs and potentials for arts venues, facilities and programs. The first input relates to the value of the arts in the lives of individuals and the Chula Vista community. The second input addresses specific needs and opportunities for the arts in Chula Vista.

INSIGHTS REGARDING THE VALUE OF THE ARTS TO THE LIVES OF INDIVIDUALS AND THE COMMUNITY IN CHULA VISTA

Following are quotes from members of the Chula Vista community regarding the value of the arts to the life of individuals and the community.

- *Art is an intrinsic part of life and should be an important part of Chula Vista. The process of making and viewing art can expand our minds and change the way we think about the world.*
- *Art has the power to bring people of different ages, ethnicities, and religions together, and can therefore create a more united city.*
- *Art is a medium to get people to think and to dream.*
- *There is a good mix of cultures in this city that will support the arts.*
- *The kids in Chula Vista sparkle and shine. There is an incredible amount of artistic talent here.*
- *A community is judged by the quality of its art programs.*
- *Building a city is an art.*
- *Art changes the way you think, the way you are.*
- *People can build community through the arts.*
- *Everyone is an artist.*
- *There is a need for the arts in Chula Vista and people will support it. There is a market for the arts in Chula Vista.*

- *The revenue needed so support the arts is coming to Chula Vista.*
- *The arts are a pathway for careers and partnerships.*
- *The arts are a place where you can discover.*
- *The purpose of art is to exercise the mind.*
- *Art expands your mind and experience and this is invaluable.*
- *In order to be a great city, Chula Vista must have funding for the arts.*
- *The problems of the world can be solved through creative expression.*
- *Creating an exciting place is not attainable without the arts.*
- *Chula Vista should exude the Arts.*

These inputs from members of the Chula Vista community have provided inspiration for the arts recommendations contained in section 5.



COMMUNITY OBSERVATIONS REGARDING POTENTIALS TO EXPAND AND ENHANCE THE ARTS IN CHULA VISTA

Following is a summary of the principal observations of community members regarding the current state of arts venues, facilities and programs in Chula Vista.

- There is a broad consensus that Chula Vista needs additional performing arts venues. These venues are needed for school and community groups, and traveling professional companies.
- There is a broad consensus that the visual and performing arts are underfunded in Chula Vista.
- Chula Vista is severely lacking in adequate, dedicated gallery space for the public display of the visual arts.
- Chula Vista has sound programs in performing and visual arts in the City's schools, libraries and community centers. These programs need to be nurtured and realized in better facilities.
- There are current, major opportunities to enhance the visual and performing arts in Chula Vista by incorporating the arts as keystones of the revitalization of Downtown and the development of the Bayfront and University sites.
- There is a lack of synergy between the existing arts venues and the areas around them – synergies such as the availability of restaurants, galleries and specialty retail.
- The potential of Chula Vista's artists and arts organizations is underutilized. Chula Vista has the potential to exude a sense of creative expression but currently doesn't.
- Additional resources are needed to coordinate and promote the visual and performing arts.
- Chula Vista lacks places for artists to live and work in the community.
- Chula Vista should do more to take advantage of its regional setting in terms of collaborations with arts organizations in San Diego and Baja California.

These inputs from members of the Chula Vista community have significantly influenced the arts recommendations contained in section 5.

Section 4



PUBLIC FUNDING AND INVESTMENT IN THE ARTS AT THE LOCAL LEVEL IN CALIFORNIA

ARTS MASTER PLAN - DRAFT



PUBLIC FUNDING AND INVESTMENT IN THE ARTS

The significant economic impact of the arts challenges the perception that the arts are only worthy of support in prosperous times, but hard to justify when the economy is struggling. According to the 2002 report *Economic Impact of the Nonprofit Arts Industry in California*, by the California Arts Council, during fiscal year 2001-2002 expenditures by nonprofit arts and culture organizations generated \$18.2 million in tax revenue in California; \$7.6 million for local government and \$10.6 million for state government. Furthermore, nonprofit arts and culture organizations attracted and leveraged an additional \$25.2 million in contributed income from other public and private resources.

Other reports on the economic impact of the nonprofit arts and culture industry in various California communities have demonstrated that investing in this industry does not come at the expense of economic benefits, but rather strengthens the economy and fuels economic revitalization by supporting local jobs, stimulating consumer spending, and generating revenue to local governments. In short, arts and culture are good for business and the local economy.

Dr. Richard Florida, the Hirst Professor of Public Policy at George Mason University and a Senior Fellow at the Brookings Institution, stated in his 2002 best-selling book, *The Rise of the Creative Class and How It's Transforming Work, Leisure, Community and Everyday Life*, "The bottom line is that cities need a people climate even more today that they need a business climate. This means supporting creativity across the board--in all of its various facets and dimensions--and building a community that is attractive to creative people, not just to high-tech companies. As former Seattle mayor Paul Schell once said, success lies in '...creating a place where the creative experience can flourish.' Instead of subsidizing companies, stadiums and retail centers, communities need to be open to diversity and invest in the kinds of lifestyle options and amenities people really want. In fact, you cannot be a thriving high-tech center if you don't do this."

Dr. Florida goes on to state, "We can, of course, do much better than this [older models of development]. To do so, we need to shift both public and private funds away from investments in physical capital and toward investment in creative capital." San Francisco, San Diego, Los Angeles, and Sacramento, are among the leading areas in the country. Dr. Florida also warns, however, that we cannot rest on our laurels, that the creative environment must be nurtured through public investment. Naturally the arts, along with science, are at the forefront in building creative capital. Florida concludes that "The creative places of the future will be places that draw creative people and that promote creative activities."

Throughout California, local communities demonstrate their priorities and values by the programs and services they support with public funds. Investments in the arts provide public benefits that have consistently proven to be deserving of community investment. The arts create access to and facilitate participation in the life of the community. They promote diversity and understanding among different cultures and broaden educational opportunities for people of all ages.

Investments in the arts have proven to be fiscally advantageous for many California communities. Local cultural amenities and public art installations attract tourists and visitors who spend more and stay longer in the “arts rich” communities they visit.

➤ *Impact of Cultural Tourism*

Cultural tourism is travel motivated entirely, or in part, to experience the arts, heritage, natural resources and special character of a place. It is the fastest growing sector of the travel industry. Cultural tourism attracts travelers who are better educated, more affluent, and have higher expectations for experiences that are both enjoyable and educational. This travel niche is important because cultural tourists not only help preserve and sustain a city’s culture and heritage, but they contribute to the city’s overall economic vitality.

For example, according to the Travel Industry Association's most recent 2003 study, historic/cultural travelers spend 38% more per trip (average \$623 vs. \$457, excluding cost of transportation) and stay 38% longer away from home as do other travelers. Thirty percent of historic/cultural travelers say they were influenced to visit given destinations by specific historic or cultural events and/or activities. The contributions of travelers to cultural and heritage resources help supplement the financial capabilities of local governments and economies.

The arts are proven to be a significant draw for visitors. Visitors spend money in connection with their attendance at arts events in restaurants, at retail shops, hotels, for gas and travel, and for parking. These expenditures are often a key to regional economic development, drawing income into the local economy.

Developing a successful strategy to attract cultural tourists to Chula Vista and ultimately to its arts and culture attractions and traditions will require a concerted effort of planning, partnership development, and most importantly, investment. It will also entail coordinating the activities of the City, business associations, the tourism industry, and cultural and conservation organizations in order to increase audiences, overnight stays, and tax revenues while protecting local resources and managing growth and development.

➤ *TOT Funding*

Many California city decision makers link revenue streams to expenditures in ways that their communities understand. For example, Transient Occupancy Taxes (TOT) are a common source of measuring support for the arts and promotion of tourism. This mechanism taxes tourists and visitors, in part, for the benefit they gain from the community’s cultural offerings. Taxes on hotel accommodations and car rentals have emerged over the past three decades as a primary means to finance activities that encourage tourists and visitors. Tourism taxes have historically been used for a broad range of services and activities – from operating support for visitors’ bureaus to funding summer concerts and fireworks displays. More recently, they have served as economic development

tools to build tourism infrastructure, including convention centers, sports stadiums, and, more pertinent to this plan, cultural facilities.

California communities differ tremendously in the ways they fund the arts through tourism taxes. An equivalent portion of general fund revenues that are tied to a percent of TOT collections can be dedicated to a specific arts facility or event, forwarded to a local arts agency, disbursed through a re-granting program, and/or paid directly to arts presenters or producers. A common thread is that funded programs and facilities have some connection to local tourism.

In San Diego, the San Diego Commission for Arts and Culture's primary task each year is to allocate nearly \$7.0 million in Transient Occupancy Tax related funds to over 130 arts, culture and community based non-profit organizations that provide programs and services accessible to residents and visitors alike. This is made possible through three distinct funding areas: 1) Organizational Support Program; 2) Festivals and Celebrations Program; and 3) the Neighborhood Arts Program.

San Diego's investment of TOT related funds to the arts provides large economic returns. According to the 2004 Economic and Community Impact Report (ECIR), an annual study prepared each year by the San Diego Commission for Arts and Culture and the San Diego Regional Arts and Culture Coalition, in fiscal year 2004, San Diego's arts and cultural attractions brought at least 1.5 million cultural tourists to the region. These tourists directly contributed \$369 million to the local economy. Arts and culture organizations supported by the Commission provided 4,889 jobs, 1.3 million free admissions to the public, and nearly 3,000 free events.

➤ *Cultural Districts formed through Public/Private Partnerships*

Cultural districts are increasingly used as anchors of attraction for downtown redevelopment. A cultural district is defined as a well-known, labeled, mixed-use area of a city in which a high concentration of cultural facilities serves as the anchor of attraction.

For example, the award-winning Merced Multicultural Arts Center transformed a dilapidated downtown building into a vibrant center for the arts and served as a catalyst for downtown revitalization. It represents a highly successful partnership among the City of Merced (population 69,500), its redevelopment agency, and the Merced County Arts Council.

Berkeley California's Addison Streets Arts District, winner of the 2002 grand prize in the Awards of Excellence competition sponsored by the California Association for Local Economic Development, is the linchpin of that city's downtown revitalization effort. The Berkeley Repertory Theater anchors the District. The District was developed through a collaborative partnership of arts and cultural organizations, developers, and the City. Recent additions to the District include the Berkeley Repertory Theater's new 600-seat Roda Theater, the 150-seat "in-

the-round" Aurora Theater, the nationally recognized Jazz School, the Nevo Education Center, and the unique Brazilian Capoeira Arts Cafe.

The Addison Streetscape Project is one element of the Addison Street Arts District. This public art project celebrates the Arts District, honors Berkeley's poetry heritage and the history of crafts in California, and provides an uplifting focal point for Addison Street and downtown Berkeley.

➤ *Percent for Art Funding*

The percent-for-art model is the most common funding source for public art in California and the United States. Percent-for-art policies set aside a percentage of funds from the construction budgets of public and private capital projects for the acquisition and commissioning of artworks. Specific policies vary greatly [see following table] among more than 70 California cities and counties, but most address three elements: 1) the definition of Capital Improvement Projects (CIP) that are eligible, 2) the percentage of the CIP budget identified for public art, and 3) guidelines for the use of percent-for-art funds.

The CIP eligibility criteria have a great influence on the scope and quality of the public art projects supported. The wide variety of a city's CIP projects can make for an impressive list to consider: office buildings, transit projects, libraries, parks, fire stations, city buildings, etc. A broader definition of eligible CIPs that includes private development greatly expands the scope of a public art program.

Percent for art ordinances vary across California but typically range from 0.5 percent to 2.0 percent. Funds generated support public art project administration and maintenance costs as well. Recently enacted programs have identified 2.0% as the amount needed to provide adequate funding for purchasing artwork, program administration, and ongoing maintenance. Many of California cities' long-term percent for art programs, including those of San Diego, Sacramento, San Francisco, San Jose and Stockton have recently increased to 2.0% to ensure adequate funding.

Successful development of a livable community should include installations of works of public art. Public art works help foster cultural awareness and a sense of place. Currently, much of Chula Vista is filled with broad areas of largely undifferentiated development. Signature public artworks can and will add greatly to the visual quality of the City's neighborhoods.

Chula Vista's Office of Arts & Culture currently collaborates with the Public Art Program of the San Diego Port District in development and placement of public art on Port property within Chula Vista's bay front. Working in cooperation with the Port and with local businesses, the City has seen growth in its public art installations on Port tidelands, most recently with the installation of George Peters and Melanie Walker's *Wind Oars* at Bayside Park, and of James T. Russell's *Hope Within* at the Community Health Group site. The impact of these striking forms in urban landscapes is difficult to measure but they surely play a role in defining a sense of community.

COMPARISON OF PERCENT FOR ART PROGRAMS IN CALIFORNIA CITIES

City Name	2003 Estimated Population	Percent for Art Policies & Year adopted	Applicable to:	Other information
SAN DIEGO COUNTY				
Carlsbad	87,372	1.0% (1985)	City CIP except sewer & water projects	
Escondido	136,093	Formula (1989)	City CIP: 15¢ per square foot for projects >2,000 square feet	
Oceanside	167,082	1.0% (2000)	City CIP	
San Diego	1,266,753	2.0% (2004)	2.0% City CIP & Redevelopment projects of at least \$250,000. Recently enacted ordinance increase from 1.5% to 2.0%	TOT related funding = approx. \$7.0 million annually for arts support
Solana Beach	12,860	1.5% (2005)	City CIP	
OTHER CALIFORNIA CITIES				
Berkeley	102,049	1.5% (1998)	City CIP	
Beverly Hills	34,941	1.0% (1983)	City & Private CIP	
Brea	37,889	Formula (1975)	City & Private CIP 1.0% for projects >\$500,000	
Burbank	103,359	1.0% (1992)	City & Private CIP	
Chico	67,509	1.0% (1990)	City & Private CIP	TOT funds annual art grants
Claremont	34,964	1.0% (1997)	City CIP	
Davis	64,348	1.0% (1973)	City CIP	
Emeryville	6,882	Formula (1990)	1.5% City CIP; 1.0% private >\$300,000; 0.4% for private >\$2.0 million	
Fremont	204,525	1.0% (1978)	City CIP	
Glendale	200,499	1.5% (2000)	City CIP	
Huntington Beach	194,248	Honor System (1989)	Require public art element in City CIP & private development	
Laguna Beach	24,126	1.0% (1986)	City & Private CIP (Incl. residential if >4 lots)	
Lodi	61,027	1.0% (2000)	City CIP	
Los Angeles	3,819,951	Formula City (1989); Redevelopment Agency (1986)	1.0% City CIP; Redevelopment Agency Commercial = 1.57/sq.ft. Retail = 1.31/sq. ft. Hotel = .52/sq. ft. Manufacturing = 51/sq.ft. Warehouse = .39/sq.ft.	
Mountain View	69,366	1.0% (1991)	City CIP + commercial & industrial projects accessible to public	

COMPARISON OF PERCENT FOR ART PROGRAMS IN CALIFORNIA CITIES

City Name	2003 Estimated Population	Percent for Art Policies & Year adopted	Applicable to:	Other information
Oakland	398,844	1.5% (1989)	City CIP	
Palm Desert	45,624	Formula (1986)	1.0% for City CIP; 0.5% for commercial; 0.25% for residential	
Palm Springs	45,228	Formula (1988)	Same as Palm Desert	
Palo Alto	57,233	Formula	Arts funding = 50% of General Fund's annual interest earnings	
Pasadena	141,114	1.0% (1988)	City & Private CIP	
Richmond	102,327	Formula (1997)	1.5% City & Redevelopment >\$300K	
Sacramento	445,335	2.0% (1977)	City & Redevelopment CIP	Increased to 2% in 1999
San Francisco (City & County)	751,682	2.0% (1967)	City CIP Increased to 2.0% in 1999	TOT funds = \$28.7 million for annual arts support
San Jose	898,349	2.0% (1984)	City & Private CIP	TOT related funding = \$2.3 million for annual arts grants
San Luis Obispo	44,202	Formula (1990)	1.0% City CIP; 0.5% non-residential private	Also have Municipal Art Fund
Santa Cruz	54,262	2.0% (1999)	City CIP	
Santa Monica	87,162	1.0% (1982)	City CIP	
Sausalito	7,300			TOT related funding = \$1.0 million for annual arts grants
Stockton	271,466	2.0% (2000)	City CIP	
Ventura	105,000	2.0% (1992)	City & Private CIP	



Section 5

RECOMMENDATIONS

ARTS MASTER PLAN - DRAFT



Introduction

The Arts Master Plan provides 11 recommendations based on the following:

- The Plan's Guiding Principles
 - The Arts Bring Together Diverse People
 - Public-Private Cooperation is Essential
 - The Arts have a Significant Economic Impact
 - Creative Expression Must be Protected and Nurtured
 - Arts Education is Essential
 - Citizen Involvement in the Arts is Essential
- The Objectives and Policies adopted in the Public Facilities and Services Element of the City of Chula Vista's General Plan Update
- The documentation of Chula Vista's existing arts venues, facilities and programs
- The natural, historical, regional and developmental settings for the arts in Chula Vista

The City of Chula Vista's consideration of the recommendations of this plan should be firmly based on the community's strongly expressed desires for the following:

- Increased opportunities for the active participation of all residents in:
 - Developing their creative skills
 - Increasing their awareness of cultural traditions
 - Deepening their appreciation for arts and culture
- Development of new arts facilities
- The potential for growth of local non-profit arts organizations
- Increased public awareness of Chula Vista's arts and culture scene and the City's role in promoting and/or co-promoting cultural and artistic programs that satisfy the interests and needs of all Chula Vista residents and visitors
- Creation, installation and maintenance of public art within the City Of Chula Vista
- Creating an environment wherein artists and cultural organizations can thrive
- Maintaining quality, creativity and diversity in all forms of art and culture
- Fostering intercultural understanding on a local, regional and international level
- Providing increased support for Arts education
- Forging strong partnerships and collaborations between public and private organizations

RECOMMENDATION #1

Increase funding for the visual and performing arts in Chula Vista

The City should address the critical need for increased funding of the visual and performing arts in Chula Vista in accordance with the recently adopted policies of the General Plan Update (GPU). In particular, Policy PFS20.1 states, in part, “*Prepare a citywide Cultural Arts Master Plan that....recommends ongoing financial support for the arts through consideration of a percentage for arts program and an increased share of Transient Occupancy Tax.*” In addition, Policy PFS 20.3 states “*Encourage the installation of art pieces in publicly owned spaces and require developers to pay fees or provide art pieces that serve to enhance an individual project and contribute to the appearance and vitality of the development.*”

The following recommendations are based on the GPU policies, the considerable feedback received from interviews, focus groups and public meetings, and the study of other cities’ successful support of arts and culture.

- a. **Establish a Cultural Trust Fund.** The City of Chula Vista should establish a Cultural Trust Fund. This perpetual fund’s balances should carryover from year to year and should be used for receipt and expenditure of percent for art monies, arts grants monies, and other monies specifically earmarked for arts and culture uses including Public Art purchases, maintenance, conservation, local arts group support, and facility acquisition and/or construction. Monies in the City’s Cultural Trust Fund should also be allowed to be expended for installation of temporary artworks and for ongoing maintenance of Public Art.
- b. **Fund Public Art through City’s CIP.** Public Art should be funded, in part, by a City policy that commits 2% of the construction value of the City’s own Capital Improvement Program (CIP), specifically above-grade building projects of \$250,000 or more citywide to the Cultural Trust Fund for public art purchases, installations, maintenance, and administration. Street pavement and sidewalk rehabilitation projects, curb and gutter installations, and ADA curb ramp installations and modifications should be exempted from this policy, along with those portions of other CIP project budgets that have outside funding sources (e.g. Transportation Sales Taxes, Gas Taxes, etc.) that prohibit use of funds for anything outside of specific project expenses. For Capital Improvement Program building projects that are under the aegis of the Redevelopment Agency, monies should be segregated from other funding sources as legally required and expended in accordance with the restrictions of any applicable bond, loan, or grant covenants and conditions.

Current City Redevelopment Agency policies applying to building development and renovation projects in Town Center I and Bayfront Redevelopment Project areas require a 1% public art allocation. These policies, adopted in 1979, should be changed to a 2% contribution and made applicable to all Chula Vista

Redevelopment zones. Public art selection review for Redevelopment Project Areas, currently under the purview of the Design Review Committee, should be transferred to the City's Office of Arts & Culture and the Cultural Arts Commission, pending review by the Chula Vista Redevelopment Corporation.

- c. **Fund Public Art through Private, Non-Residential Development.** For new private, for-profit, non-residential commercial development projects with a valuation of \$250,000 or more, the City Council should establish, by policy, a 2% set-aside for public art. The 2% public art set-aside could be satisfied through developer paid contributions to the new Cultural Trust Fund, or through provision of onsite public art pieces that have successfully passed the review of the Public Art Sub-Committee and Cultural Arts Commission. The 2% set-aside requirement should be based on the building construction costs of the completed projects.
- d. **Address Short and Long Term Funding Needs.** The Office of Arts and Culture and the Cultural Arts Commission should jointly address both short and long term funding strategies for growing the proposed Cultural Trust Fund and to help raise private contributions. These funds would allow the City to:
 - Support and encourage the growth of local visual and performing arts groups
 - Support professional arts performances and exhibits taking place within Chula Vista
 - Support a broad range of neighborhood arts programs
 - Support future cultural arts centers
 - Enhance cultural tourism through support of new marketing and promotion efforts

Strategies for growing the Cultural Trust Fund should be based on methods proven successful in other California communities and should include the following:

Short Term:

- After periodically assessing local arts funding needs and opportunities, work in conjunction with the City Manager in the development of the Office of Art and Culture's two year budget
- Continue and encourage collaborations with the local and regional business community, local and regional arts groups, and local schools on projects generating economic benefits to the City through the Arts

Long Term

- Investigate and recommend to Council specific methodologies that will provide sustained and reliable City funding for the Cultural Trust Fund. Examples of funding sources successfully employed in other jurisdictions include committing a portion of annual Transient Occupancy Taxes and special bond issues.
- Collaborate with the non-profit Chula Vista Library Foundation in conducting fundraising for the Foundation's arts endowment fund among individuals, businesses, and private foundations to provide for a permanent, private source of funding to benefit the Arts in Chula Vista

RECOMMENDATION #2

Enhance the role of the Cultural Arts Commission

The role of the Cultural Arts Commission is to advise the City Council on matters related to arts and culture. That role should be enhanced to include providing guidance for the implementation all of the recommendations contained in the Arts Master Plan.

- a. Planning for implementation of the Arts Master Plan should be managed by the Office of Arts & Culture staff with the Cultural Arts Commission making final recommendations to City Council.
- b. The Cultural Arts Commission should continue to have nine Commissioners but with more inclusive representation of the arts community including working visual and performing artists, public artists, arts management professionals, community leaders and members of non-profit arts organization boards.
- c. The Cultural Arts Commission Chair should participate with Office of Arts & Culture staff in providing an annual oral presentation and written plan to City Council/Redevelopment Agency for proposed arts and culture projects for the next fiscal year, a status report on current projects, and a report on projects completed in the last fiscal year.
- d. The Cultural Arts Commission should help ensure that artists are involved in the early stages of concept or design for new building projects falling under the City's 2% for Arts policies. This is best accomplished by the selection of the artist or artist team soon after the project architect or other project lead is selected.
- e. The Office of Arts and Culture should coordinate artist and artist team involvement with new building projects that fall under the City's 2% for Arts policies and provide appropriate reports to the Cultural Arts Commission.
- f. The Cultural Arts Commission should ensure that the Office of Arts & Culture staff continue to work with the City Attorney to develop policies that address issues of importance to artists including, but not limited to, the following: 1) preserving artists' freedom of expression; 2) balancing artists' first amendment, moral, and intellectual property rights with the rights of the City to control its public spaces for future use and reuse; and 3) delimiting contractual waivers of artists' rights under the federal Visual Artists Rights Act, California Civil Code Section 987, and the federal Copyright Act.
- g. The Cultural Arts Commission should oversee the development of a plan for tracking the ongoing maintenance needs of City artworks, in accordance with maintenance guidelines provided by project artists.

- h. The Cultural Arts Commission should ensure that Office of Arts & Culture staff coordinates periodic workshops on artwork maintenance to City workers in departments responsible for maintenance. Professional conservators should be responsible for major restorations, when needed.
- i. The Cultural Arts Commission should ensure that Office of Arts & Culture staff conducts a periodic maintenance survey of the public art collection.
- j. The Cultural Arts Commission should ensure that the Arts Master Plan is continuously reviewed and subsequently updated every five to ten years.
- k. The Cultural Arts Commission should ensure that the Office of Arts & Culture is adequately staffed in order to: administer an expanded Public Art program
 - Liaison with other City departments regarding the inclusion of art/artists in key projects
 - Administer new visual and performing arts projects and programs
 - Provide technical support to Chula Vista's arts community
 - Integrate/coordinate with the Port of San Diego's Public Art Committee and staff regarding public art selection and installations within Port holdings on the Bayfront



RECOMMENDATION #3

Create a Northwest Area Arts District and Enhance Existing Opportunities

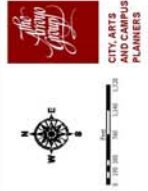
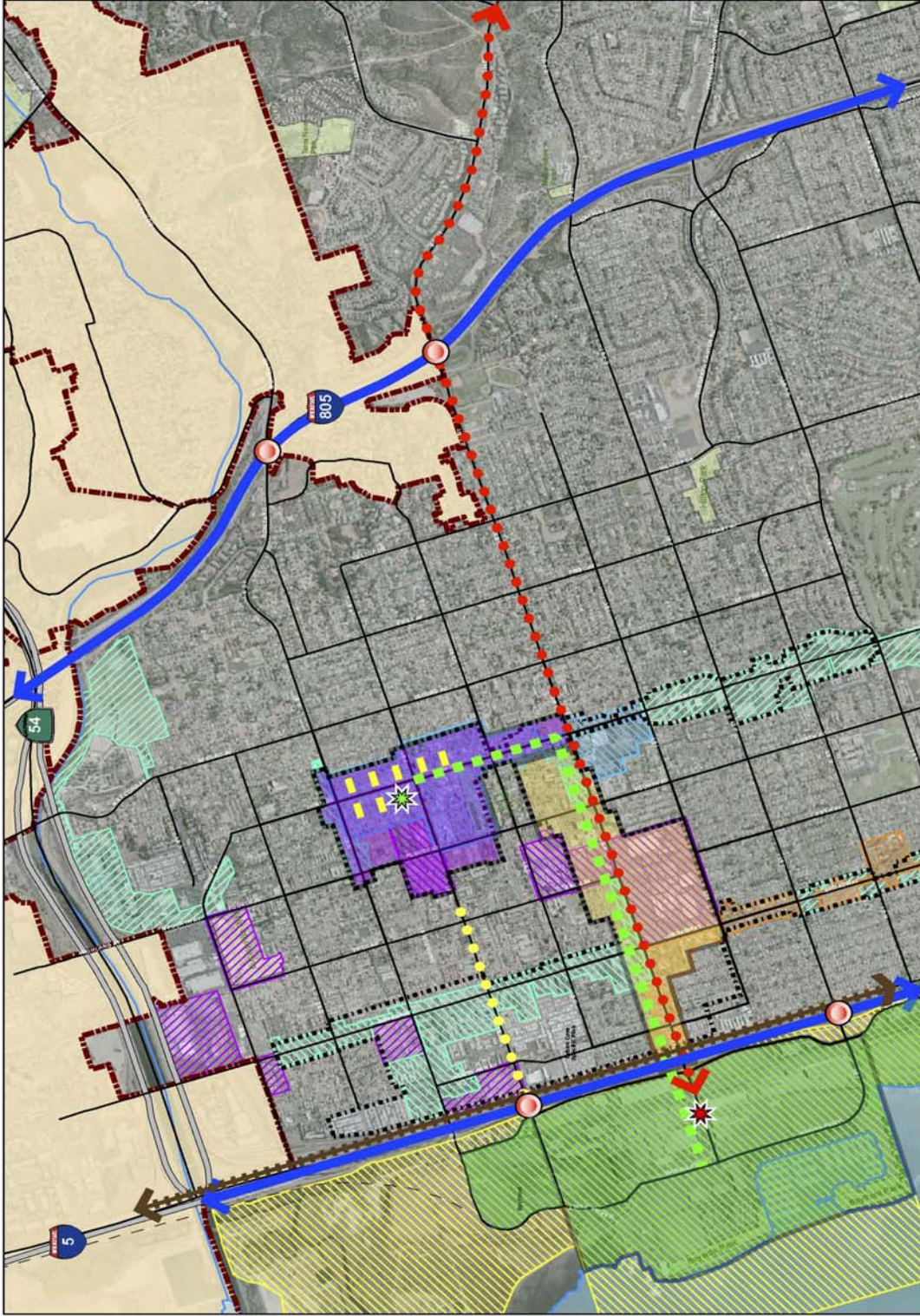
Nearly all of the participants in the community inputs process emphasized that the City of Chula Vista and the South Bay region have a great need for performing arts venues and visual arts facilities. The planned revitalization of the Urban Core, the scheduled renovation of the Civic Center Library, and the ongoing Bayfront development plans present unprecedented and timely opportunities for Chula Vista to create prominent, appropriate locations for performing and visual arts venues and facilities.

The revitalization of the Urban Core will present numerous opportunities for the involvement of visual artists in necessary public works projects related to larger-scale street improvements, sidewalk improvements, transit stops, landscaping, and signage. Artists can create public art pieces and installations, as well as create major iconic gateways to the Urban Core Arts District through their involvement in these projects.

The Northwest Area Arts District should encompass the Urban Core planning area and the Bayfront Development area, with H Street designated as an Arts Promenade.



A proposed Northwest Area Arts District is illustrated in Figure 6 – Recommended Northwest Area Arts District and Arts Movement Components.



- Figure 6: Recommended Northwest Area Arts District and Arts Movement Components**
- Third Avenue Village
 - Village Arts Center
 - Arts Shuttle Busses Route and Arts Banners Corridor
 - San Diego Blue Line Trolley
 - Bayfront Village
 - Bayfront Arts Center
 - H Street Bus Connection
 - Art Gateways Citywide
 - H Street Arts Promenade
 - Artist Activated Spaces
 - F Street Connection



Facilities for the Performing and Visual Arts in the Third Avenue Village

- a. The Third Avenue Village is an ideal location for a **Village Arts Center** comprised of a 400 to 600 fixed seat Proscenium theatre, a 99 seat Black Box theatre, rehearsal spaces, and a dedicated area for visual art exhibits. It is recommended that the City prepare a feasibility study for the location and development of a Village Arts Center that includes specific recommendations for siting criteria, funding, construction and operation of the facility. This feasibility study should be undertaken as soon as possible – before the planned revitalization of the Village creates major increases in property values and acquisition costs.

The Third Avenue Village Arts Center would provide up-to-date venues appropriate for performances by community theater groups, school groups, visual artists, and visiting professional companies. This Center should be designed to be of high caliber in every regard to make viewing of plays, musical productions, and art exhibits an enjoyable, special experience. The facility should be carefully integrated with the scale and fabric of the Village.

- b. **Artist Activated Spaces** should be located within the heart of the Third Avenue Village. Like the Village Arts Center, Artist Activated Spaces should also be identified as soon as possible. The Artist Activated Spaces could be comprised of one storefront module in each block or several clustered within a block and would be either one or two stories in height depending on the block and the building.

Once identified, these spaces should be made available for use by artists as either gallery spaces for the visual arts and/or small performance spaces for live, film or video productions. Artist live-work spaces could be incorporated into some of these spaces – particularly if a two-story structure is acquired.

Artists or groups of artists from Chula Vista, the South Bay Region and Mexico could be invited to submit proposals for use of the spaces. The City or its Redevelopment Agency would need to make some investments in the infrastructure of the spaces but some or all of this investment could be made by the artists themselves depending on the extent of infrastructure upgrading required. Leases could be initially subsidized by the Redevelopment Agency to keep artists' costs low, with a decreasing amount of annual subsidy provided over the period of the lease term.

The creation of Artist Activated Spaces will help jump-start the revitalization of the Third Avenue Village area and create a vital component of arts activity in the Northwest Area Arts District. With City assistance/subsidies of these spaces, the presence of the working artists in the Village and Downtown will be assured for the long-term.

Selection of the sites and evaluation of their impact on the Village should be coordinated with the Third Avenue Village Association.

- c. The planned renovation of the **Civic Center Library** by 2008 should include thorough renovation of the Library's outdated 152 seat auditorium into a modern, adequately-equipped performing and media arts center. This facility should be considered as a part of the Third Avenue Village arts scene and marketing and programming of this venue should be coordinated with other arts activities taking place on nearby Third Avenue.

Facilities for the Performing and Visual Arts in the Bayfront

The Bayfront is an ideal location for a **Bayfront Arts Center** comprised of a 1,800 to 2,400-seat theater, a 99-seat black box theater, associated rehearsal spaces and a 25,000 square foot **Visual Arts Gallery**. These facilities should be programmed for use by both the Chula Vista community and visiting performing companies and visual artists.

The City should immediately make certain that the Bayfront Master Plan provides adequate waterfront space for the Bayfront Arts Center. The Center should be visually prominent from the Bay and should also be located to create the visual terminus of H Street. Locating the new Bayfront Arts Center on-axis with H Street, a street running through the entire City, will create a powerful symbol of the importance that the Chula Vista community places on the arts.

The architecture of the new Bayfront Arts Center should be developed through an international competition. Because of the current lack of contextual buildings, as exists for the Village Performing Arts Center, the Bayfront Center should be sculptural and iconic in character. Forms that are compatible with the spirit of flight represented by the birds migrating to the wetlands and the former production of aircraft at Rohr Industries should be considered. It has been demonstrated that arts venues located in such iconic structures will draw many more visitors than those housed in traditional structures.

Parking for the Bayfront Arts Center should be provided by a Bayfront parking district or other shared parking approach rather than considered as part of the building complex. This will enable the Bayfront Arts Center to have maximum exposure to both a waterfront pedestrian promenade and an interior pedestrian promenade that links the Arts Center with the other retail, hotel, meeting space and open space components of the Bayfront project.

H Street Arts Promenade

H Street, in the Urban Core Specific Plan, is recommended to become a Grand Boulevard – a high-density mixed-use area with townhouses, public transit connections, larger buildings, new retail and commercial opportunities and open space. The H Street Grand Boulevard should also be an Arts Promenade which emphasizes the visual arts, including traditional sculpture, electronic media, banners, temporary and permanent public art installations, murals, mosaics and artist designed street furniture components.

The entire length of H Street, from far eastern Chula Vista to the Bayfront, should be treated as an “arts corridor” that serves to transport all residents to the major arts

facilities and events within Chula Vista and connects the eastern portions of the City to the western portions.

Visual arts features should be located in the public rights-of-way of H Street, which includes both the sidewalks and the street right-of-way. A careful redesign of the portion of H Street public right-of-way between Third Avenue and the Bayfront should be undertaken as soon as possible and should address H Streets interrelated functions as a/an:

- Major pedestrian promenade with commensurate amenities including pedestrian scaled lighting, seasonal and event banners and appropriate amenities including benches, trash receptacles and drinking fountains
- Major Arts Promenade with temporary or permanent public art elements
- Corridor for new Arts Buses and future Bus Rapid Transit vehicles
- Interface with the San Diego Metropolitan Trolley Stations at E Street, H Street, and Palomar Street
- Gateway to the Third Avenue Village and the Bayfront
- Continuing carrier of an appropriate level of automobile traffic

F Street Connector

In the Urban Core Specific Plan, F Street is designated as a pedestrian and bicycle-oriented street with public markets, pocket parks, and enhanced pedestrian amenities. F Street will also serve as an important connector between the Third Avenue Village and Bayfront components of the Northwest Area Arts District.



RECOMMENDATION #4

Create a Blue Ribbon Task Force to Raise Funds for Capital Needs of New and Existing Chula Vista Arts Facilities

This Blue Ribbon Task Force should be appointed by Council and should be comprised of City neighborhood, business and educational leaders who would be charged with a concentrated effort of raising private funds on a major scale. Recent and current developers of eastern Chula Vista, the Bayfront and other major projects in Chula Vista, as well as wealthy individuals, should be given the opportunity to contribute funds for near term construction of new visual and performing arts facilities and to provide for support/expansion of existing facilities. The Chula Vista Public Library's recently-formed non-profit charitable agency, the Chula Vista Public Library Foundation, should be the fiscal, tax-exempt agency for the receipt and distribution of contributed funds generated by the Blue Ribbon Task Force.

RECOMMENDATION #5

Establish Art Nights in Chula Vista

Following creation of the Northwest Area Arts District, the opening of more arts venues and facilities, and the growth of the Third Avenue Village Association's *Third Thursdays on Third* events, the City should help coordinate an Art Nights in Chula Vista program to allow residents and visitors to experience the visual and performing arts available in the City.

Arts Shuttle buses and/or the Bus Rapid Transit buses should be available during off-peak hours to take participants on customized routes, which could vary somewhat with each Art Night. Buses should be scheduled to arrive at each arts venue or facility on approximately one-half hour intervals to provide the potential of visiting multiple locations over a period of three to four hours.



RECOMMENDATION #6

Implement a Comprehensive Arts Promotion/Marketing Program

Chula Vista should be the hub of cultural activities for people living in the South Bay. Chula Vista is already recognized for the beauty of its natural environment, historic residential architecture, and diverse cultural life. Arts and culture events and festivals are important assets in the City's tourism industry and are marketable products to residents, visitors and future conventioners. Encouraging cultural tourism will help the City stimulate its economy by redefining its image, providing a return on investment in cultural attractions, promoting Chula Vista's historic character as an asset, and generating new tax revenues to support City services.

This **comprehensive arts promotion and marketing program** should include the creation of an Arts and Culture Page on the City's Web Site. This page should publicize City-sponsored events such as the Taste of the Arts festival and Music in the Park Summer Concert Series, and provide links to the web sites of the School Districts and the various arts organizations located in the South Bay, San Diego and Tijuana.

A web-based, comprehensive Arts and Culture Calendar should be created and also printed for distribution in libraries or by mail. The Arts and Culture Web Page and the Calendar should be developed working in cooperation with the Office of Arts & Culture.

RECOMMENDATION #7

Integrate the Visual and Performing Arts in the Planning for the University Site

Plans for the development of the new **University Site** include a complex of educational institutions that share common facilities. Planning should also incorporate facilities and programs for the visual and performing arts. Visual and performing arts possibilities for the University Site should include:

- A college for the Visual and Performing Arts or Fine Arts Program within a college or university
- Provision of performance and exhibition spaces for students and the public
- Cross-cultural visual and performing arts programming as the University site planning includes educational institutions from the United States and Mexico
- Links to the school districts' visual and performing arts programs through teaching, performance and artist-in-residence opportunities.

It is recommended that the staff of the Office of Arts & Culture and members of the Cultural Arts Commission be involved in the concept development phase and implementation of the University Site.

RECOMMENDATION #8

Create an Arts Movement Program

It is recommended that Chula Vista create an **Arts Movement Program** in coordination with the Chula Vista Transit System and the San Diego Metropolitan Transit System. The Arts Movement Program should be created by the following actions.

- a. ***Create City Art Gateways at points of connection with the regional freeway system and at the existing and proposed stations of the San Diego Trolley Blue Line***

The City Art Gateways should consist of artist-conceived Gateways that could include one or more visual art elements including sculpture, murals, landscaping, earth forms and lighting. The City Gateways should be located at freeway interchanges, freeway underpasses and other appropriate street locations that make significant connection to the regional freeway network.

Artists should be involved in the planning stages for the new rail transit stations and in retrofitting existing stations with public art. The Public Art Sub-Committee should be overseeing the selection of artists recommended to the Cultural Arts Commission and City Council. The art themes at the local rail stations should reflect artist insights about the immediate vicinity of a station and/or artist's insights about the relationship of Chula Vista to its natural, historical and developmental setting.



- b. ***Create An Arts Banners Program***

Banners can also be considered works of art. An **Arts Banners Program** should be designed through a collaboration of artists and graphic designers to demarcate the Northwest Area Arts District. Banners along Third Avenue, H Street and E Street can define the concept for and general extent of the Northwest Area Arts District immediately. These banners could be in place for several years. The banners can be replaced from time to time with special event banners relating to arts events within the District.

Citywide Arts Banners should be located along H Street and other major transportation corridors to announce arts events and reinforce the connection to the Northwest Area Arts District, and to other City arts venues or facilities.

The Public Art Sub-Committee should be responsible for recommending the selection of the graphic designer/ artist teams to implement the Urban Core Arts District and Citywide Arts Banner Programs in coordination with the Cultural Arts Commission and the Office of Arts & Culture.

c. ***Publish Arts Movement and Art Walk Maps***

The City, in coordination with the San Diego Metropolitan Transit System and the Chula Vista Transit System, should publish maps relating all the existing arts venues and facilities as they relate to the network of Chula Vista public transportation. The maps should be periodically updated as the various components of the Arts Master Plan are implemented.

The City should also continue to publish Art Walk Maps related to the Northwest Area Arts District and other areas in which multiple arts and cultural facilities are located within walking distance of each other.

The transit-based and walking maps should be prepared by professional graphic designers working under the direction of the staff of the Office of Arts & Culture. Both the Arts Movement Maps and the Art Walk Maps should be made available within the Arts Shuttle Bus, Bus Rapid Transit Buses and trains of the San Diego Trolley Blue Line.

d. ***Establish an Arts Shuttle Bus that connects the components of the Northwest Area Arts District***

The Arts Shuttle Bus should serve as a connector between the Third Avenue Village and the Bayfront components of the Northwest Area Arts District. Conceptually the Arts Shuttle Bus should circulate continually along Third Avenue, H Street and E Street.

The Arts Bus should be completely “wrapped” in art scenes relevant to the history and culture of Chula Vista. These art scenes should be created by local and regional artists.

The images for the bus “wraps” can be created by digitally enlarging the artist-created scenes. These scenes can then be printed on a perforated plastic material, which is affixed to the bus. The perforations allow passengers to see out of the bus while the bus appears to be windowless, moving murals to the public.

The Arts Bus should be put in place along Third Avenue and H Street with a turnaround at the H Street Trolley Stop as soon as possible. The bus will thus serve

two immediate functions. First, it will provide local connection between Downtown and the H Street Trolley Station. Second, it will be a “moving herald” and an important first component of the Northwest Area Arts District and its associated visual and performing arts venues and programs.

The Public Art Sub-Committee should advise the Office of Arts & Culture and Cultural Arts Commission regarding selection of artists.

Images related to the architectural designs for the Village and Bayfront Art Centers could also be wrapped about several other buses to herald the coming of these new facilities.

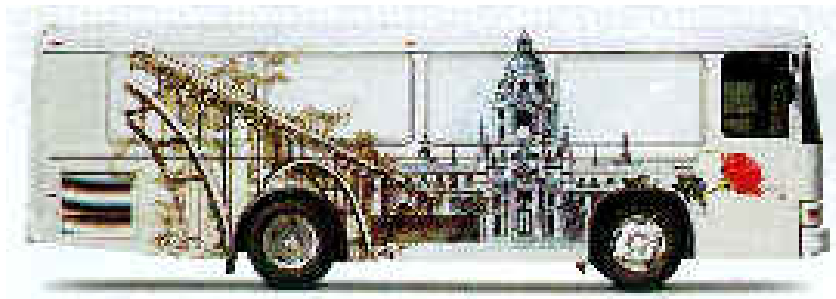
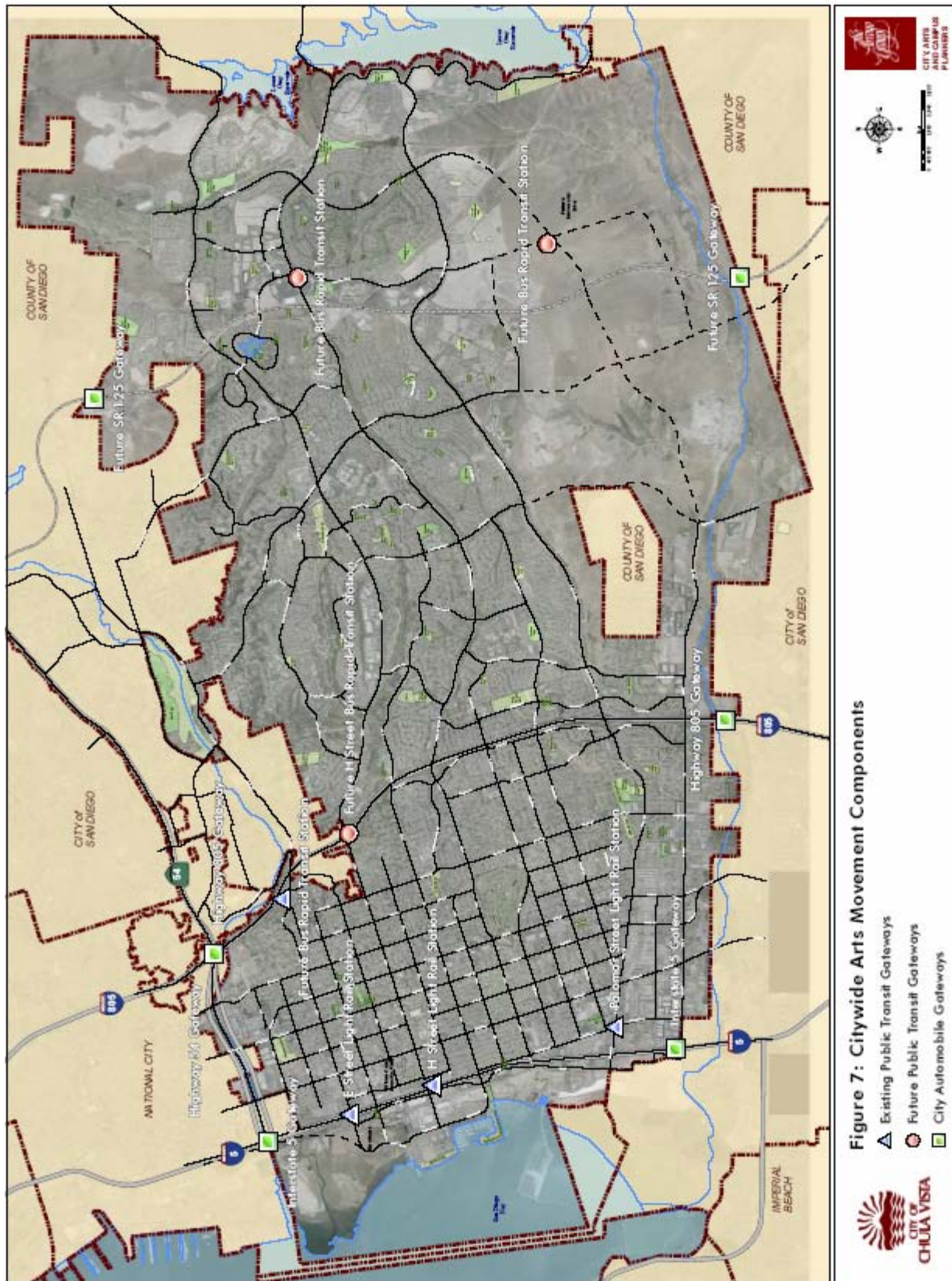


Figure 7 – Recommended Citywide Arts Movement Components – shows the relationship of the elements of the Arts Movement Components to the Northwest Area Arts District and the entire City of Chula Vista. The locations of the City Art Gateways are conceptual and subject to further refinement by the appropriate City staff and commissions.



RECOMMENDATION #9

Extend the Energy of the Arts to all Chula Vista Neighborhoods and Villages and Create Additional Citywide Arts Focal Points

Arts and culture events and activities within Chula Vista's neighborhoods are often City-related. For example, the City of Chula Vista's Recreation Department offers a variety of dance, music, and visual arts classes to people of all ages at many of the existing community/recreation centers. The Chula Vista Public Library provides gallery space for the visual arts at the South Chula Vista Branch Library and the Civic Center Branch Library and also offers free film festivals and other cultural programs on a regular basis.

In order to connect local residents to the arts, neighborhood arts programs, events and classes should be expanded at existing and proposed community/recreation centers, parks and libraries. The General Plan recommends the creation of Landmark Parks throughout the City, which are larger parks that will feature unique design elements and opportunities, such as gardens, museums, cultural opportunities, and performance spaces. Neighborhood arts programs should also be provided in these future Landmark Parks.

Planning for public facilities and programs, including parks, elementary schools and recreation centers, has been a validated part of the historical tradition of planning for good neighborhoods. Some of the planning for portions of eastern Chula Vista has been based on the concept of village planning. These villages incorporate many of the principles of traditional neighborhood planning while also recognizing the positive potentials for community interaction that can be created by grouping schools, parks, recreation/community centers and village shopping.

a. Create Neighborhood and Village Arts Plans

It is recommended that neighborhood and village scaled visual and performing arts be strengthened through a series of Neighborhood and Village Arts Plans. These Plans should consider:

- Boundaries of neighborhoods and villages as designated by the General Plan and the Planning Department and as verified through discussions with the Neighborhoods and Villages as each Neighborhood and Village Art Plan is prepared
- Locations of existing and proposed schools, parks, recreation/community centers, libraries and other public facilities
- Locations of local retail areas.

It was made clear in some of the community interviews that more attention is required for some of the older, established neighborhoods in Chula Vista, such as

Woodlawn Park, Broderick Acres and South Hilltop – neighborhoods that predate the incorporation of the City. The history of Chula Vista’s annexation of these older neighborhoods from the County and the rapid development of new villages by single developers has resulted in different levels of public infrastructure and amenities between the older and newer Chula Vista. The older areas, annexed from the County, needed both more basic infrastructure such as streets, sidewalks and public facilities. The City is currently implementing a program to upgrade the streets and sidewalks and provide more public facilities.

It is recommended that the City incorporate planning for the visual and performing arts at the Neighborhood scale with the ongoing efforts of the City to upgrade the older portions of Chula Vista. Visual arts, such as murals and pedestrian scaled sculpture, can enrich the sites of existing and new schools, parks, libraries and community/ recreation centers. Visual arts, such as banners and paving treatments can be used to create connections between existing and new public facilities and local shopping areas.

It is recommended that the City and the school districts continue and expand their cooperation and coordination of programs for the visual and performing arts throughout the City. City and school districts programs for the performing arts, such as music and dance, and for the creation of artwork, can be physically related to the network of schools, parks and community/recreation centers in each neighborhood.

b. Create an Artist Colony

It is also recommended that the City study the possible creation of an Artists Colony by investigating the adaptive reuse of the Salt Works industrial area through amendment of the list of allowed uses in the zoning code to permit artist live-work spaces.

c. Create Additional Citywide Visual Arts Focal Points

It is recommended that additional Visual Arts Focal Points be created at the locations illustrated in Figure 10 – Recommended Citywide Visual Arts Focal Points. Public visual art pieces at these locations could include sculpture, electronic and digital art, murals and mosaics, paving treatments, fountains and earthworks. Following is an overview of the recommended locations.

Southwestern College Vicinity

Potential expansion of Southwest College and/or mixed use retail and housing projects should be coupled with public art installations and additional arts venues and facilities.

Olympic Training Center Arts Elements

Arts Plazas or walkways could be created in the vicinity of the entry to the Olympic Training Center to celebrate the connection between athletics and art.

Eastern Urban Center

As this major retail focal point for the eastside is implemented, plans for arts venues and facilities and public art should be required of the developer(s) and reviewed by the Cultural Arts Commission.

Coors Amphitheater

The environment of the Coors Amphitheater should be enhanced with public art elements such as sculpture and murals.

Other locations

Other locations appropriate to become Citywide Art Focal Points include the Rancho del Rey Shopping Center and Terra Nova Plaza.



Figure 8—Existing and Planned Community/Recreation Centers, Libraries and Landmark Parks—illustrates the locations of existing and planned facilities.

Figure 9 – Recommended Neighborhoods and Villages Arts Strategy – shows the relationships of Chula Vista’s recreation/community centers, parks and public schools to the neighborhoods and villages of Chula Vista.

Figure 10 - Recommended Citywide Visual Arts Focal Points

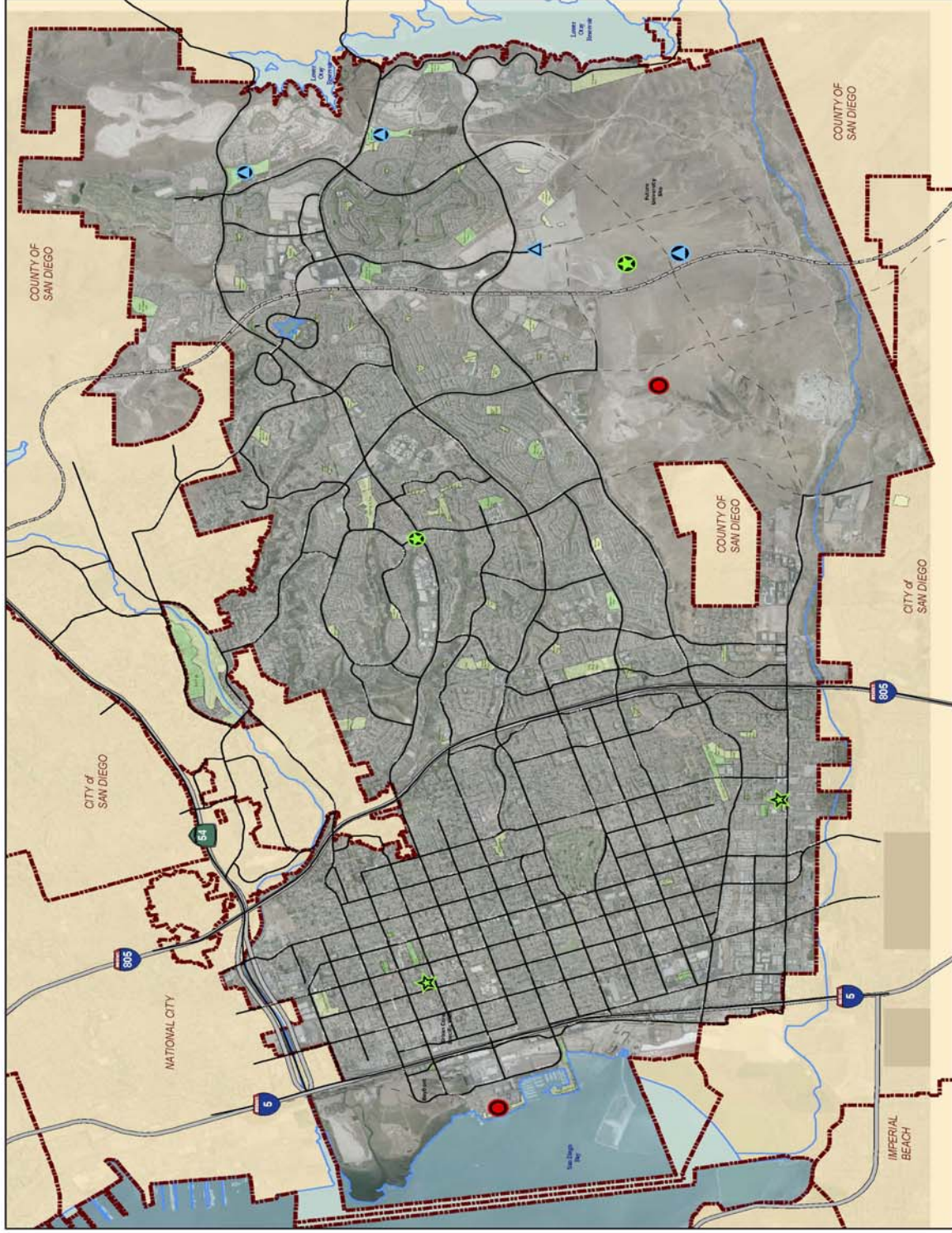


Figure 8: Existing and Planned Community/Recreational Centers, Libraries and Parks



- ▲ Expansion at existing community centers and recreational complexes
- ★ Expansion at future community centers and recreational complexes
- ▲ Expansion at existing libraries
- ★ Expansion at future libraries
- Expansion at future parks

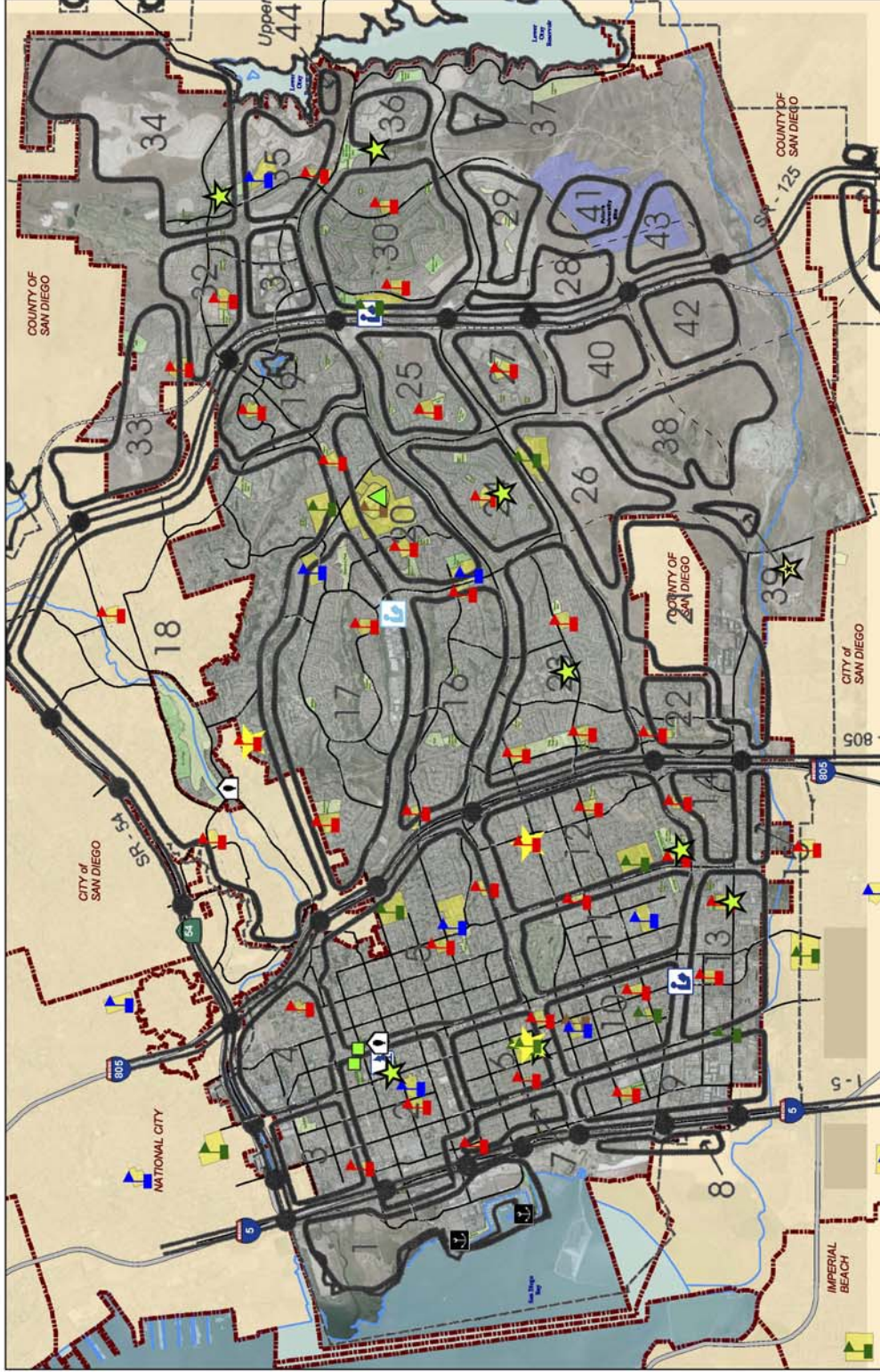


Figure 9: Recommended Neighborhoods and Villages Arts Strategy

CITY ARTS AND CAMPUIS PLANNERS

HS for the Creative and Performing Arts

- Coors Amphitheatre
- Community Center
- Library
- Future Rancho Del Rey Library

Elementary School

- Arts Magnet School
- Middle School
- High School

College

- Mayan Hall
- Junior Theatre & OnStage Playhouse

Memorial Bowl

- Museum
- Public Art at the Port

Temporary Art Installations

- Temporary Art Installations

Scale

0 100 200 300 400 500 Feet

Compass

N E S W

Note: Neighborhood and Village boundaries are conceptual and subject to change.

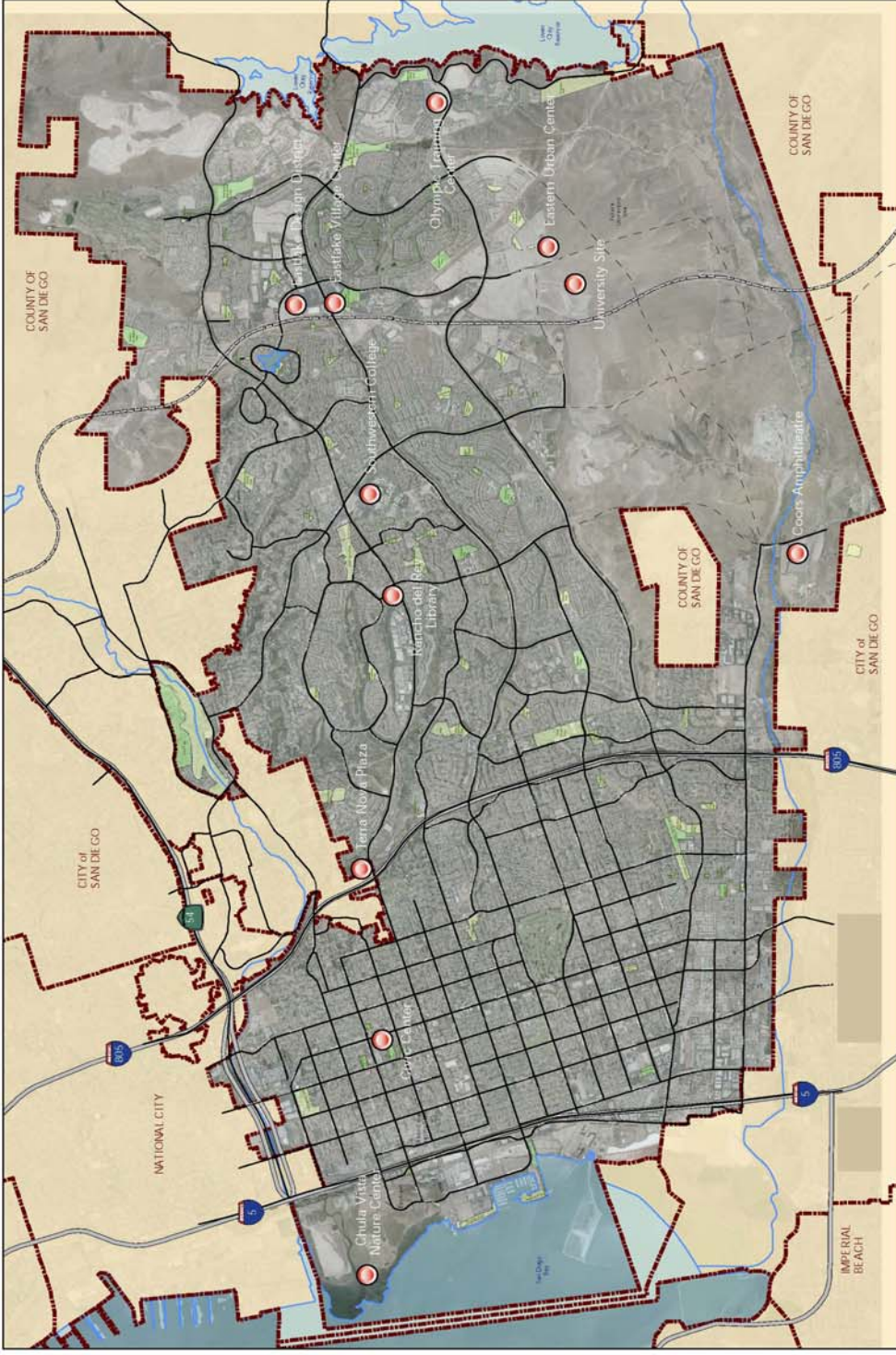


Figure 10: Other Recommended Citywide Arts Focal Points

Recommended Arts Focal Points



RECOMMENDATION #10

Expand Regional Dialogues and Programs with San Diego and Baja California

The City should enrich its own arts programs by expanding existing partnerships and artistic collaborations with artists and arts coalitions, nonprofit arts organizations, schools, and arts departments in cities within San Diego County and with institutions and groups in Baja California.

For example, to create a stronger link with Tijuana, the City of Chula Vista should expand its existing cultural programming partnership with the Centro Cultural de Tijuana (CECUT). CECUT offers a variety of arts and cultural programs for the Latino populations in Baja California and San Diego County. A stronger partnership between Chula Vista and CECUT would bring additional new artistic and cultural programming to Chula Vista.

RECOMMENDATION #11

Conduct a Needs Assessment for Expansion/Relocation of the Chula Vista Heritage Museum

The Chula Vista Heritage Museum is currently a part of the Chula Vista Public Library and is assisted in its operations by the Heritage Museum Society, a division of the nonprofit Friends of the Chula Vista Library. The Museum is dedicated to preserving the cultural and historic legacy of Chula Vista and is located in the historic Third Avenue Village adjacent to Memorial Park. The current facility was formerly a snack bar/park storage facility and is inadequate in size to serve as a museum facility.

It is recommended that a Needs Assessment be conducted as soon as possible to determine the level of community interest/commitment to this institution and its mission, and to determine the appropriate size and location of a facility that could appropriately house the Library's growing collection of irreplaceable Chula Vista artifacts.

